

ABSTRACT

Kedai Kopi Nikmat is a legendary micro business located in Singkawang City and is currently facing increasingly strong competitive pressure from the emergence of more innovative modern coffee shops. This study aims to formulate appropriate business strategies to enhance competitiveness and business sustainability. The research approach used is descriptive qualitative with a case study method, employing in-depth interview techniques for data collection. The strategy formulation process involves SWOT analysis to identify internal and external factors, as well as the use of the Quantitative Strategic Planning Matrix (QSPM) to determine strategic priorities based on their relative attractiveness. The analysis results show an IFE score of 2.80 and an EFE score of 2.81, placing the business in the Hold & Maintain position in the IE Matrix. Three main strategies were identified: digitalization of services and promotions (TAS = 5.82), product development (TAS = 5.80), and improvement of service quality (TAS = 4.46). These priority strategies are expected to help traditional culinary SMEs maintain their market share and enhance their competitiveness amid changes in the local coffee industry.

Keywords: Business Strategy, SWOT Analysis, QSPM, MSMEs